

Service Area Plan

Department of Juvenile Justice

Community Residential and Non-residential Custody and Treatment Services (35008)

Service Area Background Information

Service Area Description

This service area covers all contracted community based services (residential and non-residential) available to the Court Service Units (CSUs) administered by the Department of Juvenile Justice (DJJ). Services include residential placement, and non-residential treatment and supportive services provided by Department funding.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§16.1-248.3

States the procedure to follow when a juvenile is placed in a shelter or secure facility. Medical records are obtained, with consent if possible.

§16.1-249

Dictates where a juvenile is to be confined for the duration of a court hearing if it is required that he remain in detention or a shelter.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-14

Describes the actions taken when a juvenile is committed to a private home and how much the cost should not exceed.

§66-24

Authorizes the Department to institute group homes and other such care facilities and employ personnel for these homes.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers for whom parole services will be provided)	978	940
New probation cases for the 32 state operated Court Service Units	6,332	6,332
New probation cases for the three locally operated Court Service Units	1,302	1,302

Anticipated Changes In Service Area Customer Base

There are no major changes anticipated in the base, other than those due to population changes or trend patterns.

Service Area Plan

Department of Juvenile Justice

Community Residential and Non-residential Custody and Treatment Services (35008)

Service Area Products and Services

- DJJ contracts with private providers and government agencies to provide community-based residential and non-residential services. Services are provided based on individual case needs as determined by the supervising probation or parole officer in the Court Service Units. Services include residential substance abuse services, mental health services and alternatives to juvenile correctional facilities. Non-residential services include educational support services, employment services, treatment services, mentoring, surveillance, and relapse prevention services.

Factors Impacting Service Area Products and Services

Rising cost-of-living expenses has increased the cost of the services to the Department.

Anticipated Changes To Service Area Products and Services

There are no anticipated changes to services.

Service Area Financial Summary

DJJ's funding for this service area for both FY2007 and FY2008 comes from general funds (99.7%) and nongeneral funds (0.3%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$4,712,776	\$19,300	\$4,712,776	\$19,300
Changes To Base	\$1,195,263	\$0	\$1,332,763	\$0
SERVICE AREA TOTAL	\$5,908,039	\$19,300	\$6,045,539	\$19,300

Service Area Plan

Department of Juvenile Justice

Community Residential and Non-residential Custody and Treatment Services (35008)

Service Area Objectives, Measures, and Strategies

Objective 35008.01

The on-going, established community residential placement programs will operate at full capacity.

Juveniles served (probation and parole) should have the community placements needed to transition from commitment to community living and to have a placement suitable for their probation/parole service plans. This objective ensures that all established placements in the community are being utilized to the fullest capacity and juveniles who need placements are served in a timely manner.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 35008.01.01**

Percentage of community residential placements (established on-going programs) that operate at full ca

Measure Type: Outcome

Measure Frequency: Quarterly

Measure Baseline: 80.0% (based on FY2004 data)

Measure Target: 100.0% by the end of FY2007

Measure Source and Calculation:

Information obtained from program files and reports on program utilization for each program, provided to the program manager.

Objective 35008.01 Has the Following Strategies:

- Monitor average daily population
- Monitor number of referrals to the programs and maintain a waiting list
- Ensure that referrals to the program are appropriate

Service Area Plan

Department of Juvenile Justice

Community Residential and Non-residential Custody and Treatment Services (35008)

Objective 35008.02

Juveniles referred for community non-residential services will receive the referred services.

Juveniles served (probation and parole) should have the non-residential community services needed to transition from commitment to community living and to have a services appropriate for their probation/parole service plans. This objective ensures that juveniles in need of services who receive referrals for such services get those services as soon as is possible.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 35008.02.01**

Percentage of community non-residential referrals for services that receive the referred services.

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: 90.0% (based on FY2004 data)

Measure Target: 95.0% by the end of FY2007

Measure Source and Calculation:

information obtained from program files and reports on program utilization for each program, provided to the program manager.

Objective 35008.02 Has the Following Strategies:

- Review referral information and approve funding for services in a timely manner
- Monitor service provision
- Track monthly expenditures
- Approve vendors for the provision of identified services to insure quality assurance
- Review progress reports and determine need for continuation of services

Service Area Plan

Department of Juvenile Justice

Juvenile Probation and Aftercare Services (35102)

Service Area Background Information

Service Area Description

This service area implements all probation and aftercare services (parole included) in the Court Service Units administered by the Department.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Plan

Department of Juvenile Justice

Juvenile Probation and Aftercare Services (35102)

Service Area Statutory Authority

§ 16.1-233

Specifies that the Department will create and manage probation, parole, and other court services. This section also allows for employment, salaries, and standards of those working with these court services.

§16.1-234

Explains the responsibilities of the Department regarding conditions, probation and parole programs, and deliberating with judges and directors. This section also discusses utilities for the court service unit staff.

§16.1-235

Describes the means by which state court service units, local units, and counties and cities provide probation, parole and other related court services.

§16.1-235.1

States that in the event that court is closed, the chief judge has the authority to appoint a replacement intake officer.

§16.1-236

Specifies that the Director can designate one or more parole or probation officers to a supervisory position. If the officers are transferred, separated, or demoted, then there must be a good cause.

§16.1-236.1

Explains the procedure for appointing a court services unit director. The Director submits a list of eligible candidates and the judge or judges for that particular court district will choose a court services unit director.

§16.1-237

Summarizes the general powers and responsibilities of the probation and parole officers, which include investigating cases and complaints, overseeing those placed under his supervision, and keeping records of his work.

§16.1-238

Dictates how probation officers, court service staff members, and related court service personnel are compensated, as well as the amount they receive. Other expenses are also discussed in this section.

§16.1-274

States that a report shall be filed regarding an investigation or evaluation. It states who shall file the report and when, and who shall receive the report. This section also includes who will pay the fee.

Service Area Customer Base

Customer(s)	Served	Potential
Admissions to DJJ JCCs (for which parole services are provided)	978	940
Domestic relations/Child Welfare intakes	80,579	80,000
Juvenile intake cases for the 32 state operated CSUs	58,817	58,817
New probation cases for the 32 state operated CSUs	6,332	6,332
State operated court service units	32	32

Anticipated Changes In Service Area Customer Base

There are no major changes anticipated in the base, other than increases due to population changes or slight decreases due to use trends.

Service Area Plan

Department of Juvenile Justice

Juvenile Probation and Aftercare Services (35102)

Service Area Products and Services

- This service area addresses the services provided by DJJ to the state-operated CSUs, including the provision of intake services (both for Domestic Relations/Child Welfare and for juvenile offenses), probation services for juveniles placed on probation by the local Juvenile and Domestic Relations courts, and parole services for juveniles released from state commitment who return to the 32 state operated CSUs. These CSUs also file petitions for citizens regarding civil matters as well as file petitions for Child Welfare Agencies.

Factors Impacting Service Area Products and Services

Increases in population in localities served by these 32 CSUs may impact the number of individuals receiving services under this service area. Also, specific initiatives (such as gang identification and prevention activities) may place additional needs on staff time and resources. New legislation, staff turnover, and changes in funding may also impact services provided through these CSUs.

Anticipated Changes To Service Area Products and Services

There are no anticipated changes to services provided in these 32 state operated CSUs. There will be continued improvement and refinement of the balanced approach (protection of public safety, structured system of incentives and graduated sanctions, and a variety of services and programs) for juvenile justice.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (99.5%) and nongeneral funds (0.5%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$49,416,430	\$3,071,949	\$49,416,430	\$3,071,949
Changes To Base	\$3,859,560	(\$2,815,000)	\$3,859,560	(\$2,815,000)
SERVICE AREA TOTAL	\$53,275,990	\$256,949	\$53,275,990	\$256,949

Service Area Plan

Department of Juvenile Justice

Juvenile Probation and Aftercare Services (35102)

Service Area Objectives, Measures, and Strategies

Objective 35102.01

35102.01 – To decrease the number of repeat juvenile offenders in Virginia, specifically those convicted of a new misdemeanor or felony within one-year of being released from a juvenile correctional facility.

This objective reflects one of the administrative directives of DJJ, focusing on the reduction of recidivism in juveniles who have been released from a juvenile correctional center and placed on parole within a given fiscal year.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

- **Measure 35102.01.01**

Percentage of juveniles convicted of a new misdemeanor or felony within a year of being released from :

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 37.6% for juveniles released from juvenile correctional centers during FY2004 (with a 12-month follow-up period).

Measure Target: One percent below the FY2004 rate (for juveniles released from the juvenile correctional centers during FY2005, with a 12-month follow-up period).

Measure Source and Calculation:

DJJ and the Virginia State Police (VSP) databases are checked annually (after at least a 12-month waiting period) for new misdemeanor and/or felony intakes/arrests and convictions for juveniles placed on probation within a fiscal year. The JTS as well as Juvenile court files are reviewed for final dispositions for all intakes/arrests. Reconviction rates are the official definition of reoffending for DJJ.

Service Area Plan

Department of Juvenile Justice

Juvenile Probation and Aftercare Services (35102)

Objective 35102.02

To decrease the number of repeat juvenile offenders in Virginia, specifically those convicted of a new misdemeanor or felony within one-year of being placed on probation with DJJ.

This objective reflects one of the administrative directives of DJJ, focusing on the reduction of recidivism in juveniles who have been placed on probation within a given fiscal year.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.

This Objective Has The Following Measure(s):

- **Measure 35102.02.01**

Percentage of juveniles convicted of a new misdemeanor or felony within a year of being placed on prob

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 24.2% for juveniles placed on probation during FY2004 (with a 12-month follow-up period).

Measure Target: One percent below the FY2004 rate (for juveniles placed on probation during FY2005, with a 12-month follow-up period).

Measure Source and Calculation:

DJJ and the Virginia State Police (VSP) databases are checked annually (after at least a 12-month waiting period) for new misdemeanor and/or felony intakes/arrests and convictions for juveniles placed on probation within a fiscal year. The JTS as well as Juvenile court files are reviewed for final dispositions for all intakes/arrests. Reconviction rates are the official definition of reoffending for DJJ.

Objective 35102.02 Has the Following Strategies:

- • Reducing the LOS for low risk youth
- • Expanding Diversion for less serious offenders
- • Focusing resources and services on High Risk Offenders
- • Improvement of the JTS and tracking of juveniles once placed on probation or parole
- • Increased use of Safe Measures to assist and improve case management
- • Continued refinement of "Enhanced Parole"

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

Service Area Background Information

Service Area Description

This service area addresses the provision of financial support by the Department of Juvenile Justice (DJJ) for the operation of juvenile detention facilities operated by local governments and commissions.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

Service Area Statutory Authority

§ 16.1-246

Explains when and how a child may be taken into immediate custody and outlines the acceptable offense classifications and scenarios.

§ 16.1-247

Dictates the duties of an official taking a child into custody. It provides specific release options, mandates for parties to notify, and time-frames for judicial review.

§ 16.1-248.1

Specifies the criteria for placement in secure detention and shelter care, outlining the acceptable offense classifications and scenarios.

§16.1-248.2

Explains the procedure when a juvenile is placed in a secure facility, the mental health process, including when it should be administered, and how it will be compensated.

§16.1-248.3

States the procedure to follow when a juvenile is placed in a shelter or secure facility. Medical records are obtained, with consent if possible.

§16.1-249

Dictates where a juvenile is to be confined for the duration of a court hearing if it is required that he remain in detention or a shelter.

§ 16.1-284.1

Addresses the criteria for post-dispositional placement in a secure local juvenile detention facility.

§16.1-322.1

Dictates how the Department should apportion funds to the various localities. It also states how the allotted money shall be used and how the apportionments can be reduced.

§16.1-322.2

Discusses the quarterly payment of funds, in accordance with §16.1-322.1 in support of local juvenile secure detention facilities.

§16.1-322.3

Specifies that localities and commissions will make monthly reports to the Director of DJJ.

§16.1-322.4

Describes the requirements for payments for children from other counties or cities received from those localities if a child is placed in facility in another locality.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-15

Indicates that the Department shall reimburse localities at the rate of \$50 per day for housing juveniles who have been committed to the Department, for each day after the Department has received a valid commitment

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

order and other pertinent information.

Service Area Customer Base

Customer(s)	Served	Potential
Juveniles admitted to locally operated detention facilities (does not include juveniles admitted to the one state operated detention facility)	17,513	17,513
Locally operated juvenile detention facilities	24	24

Anticipated Changes In Service Area Customer Base

While DJJ's efforts toward detention reform could conceivably decrease detention admissions, it is anticipated that these efforts will affect the seriousness of offenses for juveniles confined in detention rather than the number of admissions.

Service Area Products and Services

- Safe and appropriate conditions of confinement for juveniles detained predispositionally or detained in one of several post-dispositional detention treatment programs including USDA-compliant meals/snacks, clean clothing, linens, sleeping quarters, overall cleanliness and proper maintenance of physical plant, sufficient and properly trained staff, specialized staff (medical, control room operators, administrative support, clinicians), structured program of care (education, recreation, religious, etc.). For those facilities operating a post-dispositional detention program, products and services include individualized service plans requiring individual and group counseling services (i.e., anger management, substance abuse, life skills), monthly treatment team meetings, community-based services (depending upon risk), and family participation.

Factors Impacting Service Area Products and Services

Non-compliance with Interdepartmental and Board of Juvenile Justice Standards impact products and services. Insufficient local and/or state funding may lead to non-compliance (i.e., insufficient funds for full-time and/or relief staff may lead to non-compliance with required ratio of 1:10 staff to detainees).

Anticipated Changes To Service Area Products and Services

Recent changes in standards, particularly those governing post-dispositional detention programs, establish more stringent minimal requirements for detained juveniles and facility staff (i.e., use of uniform mental health screening instrument by all facilities for all detained juveniles at the time of intake, specialized training for staff particularly in the area of gangs and mental health, expansion of post-dispositional detention programs requiring specialized and licensed staff and an array of facility-based and community-based services, and increased transportation and operational costs for the movement of juveniles from overcrowded to neighboring underutilized detention facilities). In addition, due to improved statewide data collection efforts and the creation of the Juvenile Tracking System, detention facilities will be required to provide more information than they do currently electronically, particularly for juveniles committed to state custody, as required by standards.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (96.4%) and nongeneral funds (3.6%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$31,274,654	\$1,102,619	\$31,274,654	\$1,102,619
Changes To Base	\$2,649,553	\$156,857	\$1,758,654	\$156,857
SERVICE AREA TOTAL	\$33,924,207	\$1,259,476	\$33,033,308	\$1,259,476

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

Service Area Objectives, Measures, and Strategies

Objective 36001.01

To maintain compliance with mandatory standards for local juvenile detention facilities.

Local and commission-owned juvenile detention facilities are regulated by DJJ according to two sets of standards: Interdepartmental, governing all children's residential facilities, promulgated by DJJ, the Department of Education (DOE), the Department of Mental Health, Mental Retardation, and Substance Abuse Services (DMHMRAS), and the Department of Social Services (DSS); and the Board of Juvenile Justice Facilities. "Conditions of confinement" are operationalized by measuring compliance with both sets of standards. DJJ is the regulatory agency responsible for certifying and licensing these facilities. State financial support may be withheld if a facility has been decertified by the Board of Juvenile Justice. As good stewards of public funds, DJJ must ensure that dollars are distributed to those facilities that are operating in compliance with the minimal standards set forth by the Board as well as all those state agencies that are charged with protecting children in residential facilities.

This Objective Supports the Following Agency Goals:

- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.

This Objective Has The Following Measure(s):

● **Measure 36001.01.01**

Compliance by all detention facilities with all applicable mandatory Interdepartmental and Board of Juve

Measure Type: Outcome

Measure Frequency: Every Six Months

Measure Baseline: 85% compliance with all applicable standards; 100% with mandatory standards. Based on FY2004 information.

Measure Target: 100% compliance with all standards by all local and regional detention facilities by the end of FY2008.

Measure Source and Calculation:

Certification teams will conduct audits and assigned Certification Analyst, with assistance from the Detention Specialist, will conduct bi-annual monitoring visits. Compliance documents will be completed through resident case file review, staff file review, physical plant inspection, resident and staff interviews, and facility policy and procedure manual review. Certification teams will determine, based on random sample review of the above, if a facility is in compliance or non-compliant with each applicable standard. Scores will be assigned as a percentage according to overall compliance with applicable standards (e.g., compliance with all applicable standards will yield a 100% score).

Objective 36001.01 Has the Following Strategies:

- Offer/Provide annual training on applicable standards and the certification process to detention facilities by Detention Specialist.
- Set aside percentage of funds to reimburse a portion of the daily cost to overcrowded facilities (who will miss at least 3 standards) for buying available bed space at neighboring underutilized facilities.
- Require that all detention facilities complete a self-audit no less than 30 days prior to scheduled audit.
- Require a plan of action within 30 days following audits and monitoring visits from all facilities for each area of non-compliance.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Juvenile Confinement in Local Facilities (36001)

- Encourage participation by other facility representatives on Certification Audit Teams as team members for the purposes of gaining knowledge on the overall process that can be shared and used by the person's home facility.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Probation and Parole - Local Grants (36002)

Service Area Background Information

Service Area Description

This service area covers all the financial assistance to the three locally operated Court Service Units (CSUs) (Arlington County, the City of Falls Church, and Fairfax City/County) for the provision of probation and parole services.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Probation and Parole - Local Grants (36002)

Service Area Statutory Authority

§ 16.1-233

Specifies that the Department will create and manage probation, parole, and other court services. This section also allows for employment, salaries, and standards of those working with these court services.

§16.1-234

Explains the responsibilities of the Department regarding conditions, probation and parole programs, and deliberating with judges and directors. This section also discusses utilities for the court service unit staff.

§16.1-235

Describes the means by which state court service units, local units, and counties and cities provide probation, parole and other related court services.

§16.1-235.1

States that in the event that court is closed, the chief judge has the authority to appoint a replacement intake officer.

§16.1-236

Specifies that the Director can designate one or more parole or probation officers to a supervisory position. If the officers are transferred, separated, or demoted, then there must be a good cause.

§16.1-236.1

Explains the procedure for appointing a court services unit director. The Director submits a list of eligible candidates and the judge or judges for that particular court district will choose a court services unit director.

§16.1-237

Summarizes the general powers and responsibilities of the probation and parole officers, which include investigating cases and complaints, overseeing those placed under his supervision, and keeping records of his work.

§16.1-238

Dictates how probation officers, court service staff members, and related court service personnel are compensated, as well as the amount they receive. Other expenses are also discussed in this section.

§16.1-274

States that a report shall be filed regarding an investigation or evaluation. It states who shall file the report and when, and who shall receive the report. This section also includes who will pay the fee.

Service Area Customer Base

Customer(s)	Served	Potential
Domestic/Child Welfare intakes for the three locally operated Court Service Units	6,123	6,735
Juvenile intake cases for the three locally operated Court Service Units	9,144	10,058
Locally operated Court Service Units	3	3
New commitments to the state (for which parole services are provided) for the three locally operated Court Service Units (this is a subset of the total admissions to DJJ juvenile correctional centers)	51	51
New probation cases for the three locally operated Court Service Units	1,302	1,302

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Probation and Parole - Local Grants (36002)

Anticipated Changes In Service Area Customer Base

There are no major changes anticipated in the base, other than changes due to population shifts or use trend patterns.

Service Area Products and Services

- This service area addresses the financial assistance provided by DJJ to the three locally operated CSUs for their operation, including the provision of intake services (both for Domestic Relations/Child Welfare and for juvenile offenses), probation services for juveniles placed on probation by the local Juvenile and Domestic Relations courts, and parole services for juveniles released from state commitment who return to those three locally operated CSUs

Factors Impacting Service Area Products and Services

Increases in population in these three localities may impact the number of individuals receiving services under this service area. Also, specific initiatives (such as gang identification and prevention activities) may place additional needs on staff time and resources.

Anticipated Changes To Service Area Products and Services

There are no anticipated changes to services provided in these three locally operated CSUs, nor are there any changes anticipated in the provision of financial assistance from DJJ for these CSUs.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds exclusively.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$2,148,004	\$0	\$2,148,004	\$0
Changes To Base	\$167,527	\$0	\$167,527	\$0
SERVICE AREA TOTAL	\$2,315,531	\$0	\$2,315,531	\$0

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Probation and Parole - Local Grants (36002)

Service Area Objectives, Measures, and Strategies

Objective 36002.01

To maintain compliance with standards established by the State Board of Juvenile Justice.

In order to receive financial assistance from DJJ locally operated CSUs must adhere to all standards set by the Board. As good stewards of public funds, DJJ must ensure that dollars are distributed to those locally operated CSUs that are operating in compliance with the minimum standards set forth by the Board.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 36002.01.01**

Compliance by all locally operated CSUs with Board of Juvenile Justice Standards.

Measure Type: Outcome **Measure Frequency:** Every Six Months

Measure Baseline: 65% compliance with all applicable standards during biannual visits; 80% with all applicable standards during annual visits. Based on FY2004 information.

Measure Target: 90% compliance with all standards during annual visits by all three locally operated CSUs by the end of FY2006.

Measure Source and Calculation:

Certification teams will conduct audits every three years. Regional Operations Managers conduct bi-annual monitoring visits to insure substantial compliance with standards. Compliance documents will be completed through case file review, staff file review, staff interviews, and policy and procedure manual review. Certification teams will determine, based on random sample review of the above, if the locality is in compliance or non-compliant with each applicable standard. Scores will be assigned as a percentage according to overall compliance with applicable standards (e.g., compliance with all applicable standards will yield a 100% score).

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Probation and Parole - Local Grants (36002)

Objective 36002.01 Has the Following Strategies:

- • Staff of the Department of Juvenile Justice conduct periodic monitoring visits. Once every three years staff of the Department's Certification Unit conduct a certification audit of each court service unit. The certification team makes an on-site visit, conducts interviews, examines courts service unit records. On the basis of these audits the Board may certify the court service unit, place it on probationary status until any deficiencies are corrected, or decertify the units.
- • Require that the three locally operated CSUs complete a self-audit no less than 30 days prior to the inspection visit.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Community based Alternative Treatment Services (36003)

Service Area Background Information

Service Area Description

This service area includes financial support by the Virginia Department of Juvenile Justice (DJJ) for activities of localities for juvenile services under the Virginia Juvenile Community Crime Control Act (VJCCCA). The purpose of the VJCCCA is “to deter crime by providing immediate, effective punishment that emphasizes accountability of the juvenile offender for his actions as well as reduces the pattern of repeat offending” (COV §16.1-309.2).

Since January 1996, funding has been allocated to each local governing body (an independent city or county) through a formula based on factors including the number and types of arrests in a locality and the average daily cost for serving a child. Local governing bodies may provide services directly or purchase them from other public or private agencies. No specific types of programs or services are required.

Service Area Alignment to Mission

This service area directly aligns with DJJ’s mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§16.1-249

Dictates where a juvenile is to be confined for the duration of a court hearing if it is required that he remain in detention or a shelter.

§16.1-309.2 through §16.1-309.10

Establishes a community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs. Identifies the purpose and general goals for the VJCCCA, including assistance to local communities for service planning and delivery.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile intake cases for the 32 state operated Court Service Units	58,817	58,817
Juvenile intake cases for the three locally operated Court Service Units	9,144	10,058

Anticipated Changes In Service Area Customer Base

While there is no indication that there will be any significant change in the base (juvenile intake cases), there may be a decrease in the juveniles served under these funds due to increased cost of services and level funding. Some of this is also dependent on the array of services offered by localities that are funded (in whole or part) with VJCCCA funds.

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Community based Alternative Treatment Services (36003)

Service Area Products and Services

- In FY2004, VJCCCA served 12,681 juveniles through residential and non-residential programs and services covering the following broad program categories: Public Safety, Competency Development, Accountability, Group Homes, and Individually Purchased Services. The financial assistance provided by DJJ funded services within these areas, either fully or in combination with other funding sources available to localities.

Factors Impacting Service Area Products and Services

The availability of funding through VJCCCA will impact the provision of services to juveniles identified through intake as those in need of such services.

Anticipated Changes To Service Area Products and Services

There are no anticipated changes to services provided using VJCCCA funds.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (96.6%) and nongeneral funds (3.4%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$14,506,010	\$512,713	\$14,506,010	\$512,713
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$14,506,010	\$512,713	\$14,506,010	\$512,713

Service Area Plan

Department of Juvenile Justice

Financial Assistance for Community based Alternative Treatment Services (36003)

Service Area Objectives, Measures, and Strategies

Objective 36003.01

To increase the number of juveniles released from VJCCCA funded programs with a satisfactory completion rating (defined individually by each program).

This objective addresses the need to increase the successful program participation and completion of juveniles who are placed into VJCCCA funded programs.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

- **Measure 36003.01.01**

Satisfactory completion rate for VJCCCA programs.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 78.1% satisfactory completion rate (FY2005 Program Placements who were released from VJCCCA programs).

Measure Target: 80.0% satisfactory completion rate by the end of FY2006.

Measure Source and Calculation:

Release code ratings (including the satisfactory completion code) for each VJCCCA program, as reported on DJJ's Juvenile Tracking System (JTS) through the Community Program Reporting (CPR) module.

Objective 36003.01 Has the Following Strategies:

- Programs will be encouraged to study the causes for unsatisfactory completions.
- Programs and localities will be asked to develop specific strategies to increase satisfactory completion rates.
- DJJ will monitor satisfactory completion rates at 90 day intervals and provide feedback to programs about their rates.
- Technical assistance will be offered to programs with satisfactory completion rates that are below target.

Service Area Plan

Department of Juvenile Justice

Juvenile Corrections Center Management (39801)

Service Area Background Information

Service Area Description

This service area implements all services and administration of the secure juvenile correctional facilities, including the Reception and Diagnostic Center, of the Department of Juvenile Justice.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§66-3

Summarizes the general powers of the Director, which include employing personnel, entering into contracts and agreements, and purchasing property.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66.25.1

Presents the guidelines for the work programs, which are not to interfere with the education of the juveniles. Also stated are the purpose of the programs, who shall serve on the review committee, and what is to be done with the articles produced and the revenues received from those articles.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Plan

Department of Juvenile Justice

Juvenile Corrections Center Management (39801)

Service Area Products and Services

- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).

Factors Impacting Service Area Products and Services

- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Financial Summary

DJJ’s funding for this service area comes from general funds (88.1%) and nongeneral funds (11.9%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$7,079,092	\$1,360,958	\$7,079,092	\$1,360,958
Changes To Base	\$144,419	(\$385,127)	\$144,419	(\$384,039)
SERVICE AREA TOTAL	\$7,223,511	\$975,831	\$7,223,511	\$976,919

Service Area Plan
Department of Juvenile Justice
Juvenile Corrections Center Management (39801)

Service Area Objectives, Measures, and Strategies

Objective 39801.01

There will be no escapes from secure, state-operated juvenile correctional facilities.

This objective addresses one the primary responsibilities of DJJ – the protection of public safety. Once committed to a secure, state-operated juvenile correctional facility, juveniles should be under supervision and their presence accounted for at all times.

This Objective Supports the Following Agency Goals:

- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 39801.01.01**

Number of juvenile escapes from a secure, state-operated juvenile correctional facility.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 0 - no escapes (based on FY2005 data)

Measure Target: 0 - no escapes in FY2006-FY2007

Measure Source and Calculation:

Reports of escapes from serious incident reports submitted to the Central Office of DJJ. An escape occurs when a juvenile leaves the boundary of the secure facility. DJJ counts escape incidents, not individual juveniles within an escape incident.

Objective 39801.01 Has the Following Strategies:

- • Daily counts of juveniles and continuous juvenile supervision.
- • Evaluation of the physical plant and facilities to identify and correct any security breaches.
- • Routine practice of escape protocols.

Service Area Plan

Department of Juvenile Justice

Food Services (39807)

Service Area Background Information

Service Area Description

This service area covers the provision of all food and dietary services to juveniles housed in all of the juvenile correctional centers and the Reception and Diagnostic Center.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§66-3

Summarizes the general powers of the Director, which include employing personnel, entering into contracts and agreements, and purchasing property.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66.25.1

Presents the guidelines for the work programs, which are not to interfere with the education of the juveniles. Also stated are the purpose of the programs, who shall serve on the review committee, and what is to be done with the articles produced and the revenues received from those articles.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Plan

Department of Juvenile Justice

Food Services (39807)

Service Area Products and Services

- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).
- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.

Factors Impacting Service Area Products and Services

- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Financial Summary

DJJ’s funding for this service area comes from general funds (72.4%) and nongeneral funds (27.6%). The nongeneral fund reflects federal USDA funding that is subgranted to DJJ via the Department of Education to defray a portion of the food costs for juveniles housed in the JCCs.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$3,667,301	\$1,316,342	\$3,667,301	\$1,316,342
Changes To Base	\$316,676	\$202,318	\$327,630	\$202,318
SERVICE AREA TOTAL	\$3,983,977	\$1,518,660	\$3,994,931	\$1,518,660

Service Area Plan

Department of Juvenile Justice

Food Services (39807)

Service Area Objectives, Measures, and Strategies

Objective 39807.01

To increase the percentage of juveniles who are within normal Body Mass Index (BMI) limits for the appropriate gender and age range.

This objective addresses the need to improve the health of juveniles in DJJ's care by focusing on appropriate weight and body mass. In children and teens, body mass index (BMI) is used to assess underweight, overweight, and risk for overweight. Children's body fatness changes over the years as they grow. Also, girls and boys differ in their body fatness as they mature. This is why BMI for children, also referred to as BMI-for-age, is gender and age specific.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 39807.01.01**

Percentage of juveniles who have a BMI within normal limits (by gender and age).

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 52% of juveniles within normal gender and age limits on the BMI. Based on data from FY2005.

Measure Target: 55% of juveniles within normal gender and age limits on the BMI by the end of FY2007.

Measure Source and Calculation:

Medical staff at each JCC and RDC measure the BMI using standard techniques.

Objective 39807.01 Has the Following Strategies:

- Provide on-site training to administrative and food service staff about the USDA Snack Program
- Provide technical assistance to staff during start-up of operations
- Provide on-going technical assistance to staff during continuing operations
- Manage data collection and financial management to ensure appropriate reimbursement to programs

Service Area Plan

Department of Juvenile Justice

Medical and Clinical Services (39810)

Service Area Background Information

Service Area Description

This service area implements all of the medical and clinical services for all of the juvenile correctional centers and the Reception and Diagnostic Center.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§66-3

Summarizes the general powers of the Director, which include employing personnel, entering into contracts and agreements, and purchasing property.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-18

Establishes that the Department is required to complete physical and mental examination of every child committed to the Department by the courts.

§66.25.1

Presents the guidelines for the work programs, which are not to interfere with the education of the juveniles. Also stated are the purpose of the programs, who shall serve on the review committee, and what is to be done with the articles produced and the revenues received from those articles.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Plan

Department of Juvenile Justice

Medical and Clinical Services (39810)

Service Area Products and Services

- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).

Factors Impacting Service Area Products and Services

- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Financial Summary

DJJ’s funding for this service area comes from general funds exclusively.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$8,626,600	\$182,947	\$8,626,600	\$182,947
Changes To Base	\$406,709	(\$182,947)	\$406,709	(\$182,947)
SERVICE AREA TOTAL	\$9,033,309	\$0	\$9,033,309	\$0

Service Area Plan
Department of Juvenile Justice
Medical and Clinical Services (39810)

Service Area Objectives, Measures, and Strategies

Objective 39810.01

To provide all juveniles at RDC with intake physical and dental examinations within 5 days of admission and annual physical and dental examinations within 365 days of admission.

In compliance with § 66-18, DJJ provides physical and dental examinations for juveniles committed to the juvenile correctional centers. These examinations occur once a juvenile is received by DJJ (at the Reception and Diagnostic Center).

This Objective Supports the Following Agency Goals:

- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 39810.01.01**

The percentage of juveniles in correctional centers receiving intake physical and dental examinations wi

Measure Type: Outcome

Measure Frequency: Every Six Months

Measure Baseline: 80.0% in FY2005

Measure Target: 95.0% by the end of FY2007

Measure Source and Calculation:

Checklist of services and examinations provided, located in juveniles' Medical and Dental Records.

Objective 39810.01 Has the Following Strategies:

- Establish electronic monitoring system to manage data.
- Provide training to staff on data entry into system.
- Provide quarterly chart review to ensure compliance with standard.
- Work with sites that are not compliant to establish corrective action plans to correct deficiency.

Service Area Plan

Department of Juvenile Justice

Physical Plant Services (39815)

Service Area Background Information

Service Area Description

This service area covers all aspects of facility maintenance and physical plant issues for the juvenile correctional centers (JCCs). This includes fire safety, water and sewage issues, sanitation issues, and facility structure repairs (not included in capital outlay for major projects).

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§66-3

Summarizes the general powers of the Director, which include employing personnel, entering into contracts and agreements, and purchasing property.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66.25.1

Presents the guidelines for the work programs, which are not to interfere with the education of the juveniles. Also stated are the purpose of the programs, who shall serve on the review committee, and what is to be done with the articles produced and the revenues received from those articles.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Plan

Department of Juvenile Justice

Physical Plant Services (39815)

Service Area Products and Services

- Services provided in support of physical operation of the facilities, including sanitation.
- Maintenance services to keep facility structures in good working order.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).

Factors Impacting Service Area Products and Services

- Age of the facilities and the need to update the physical plant when needed.
- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on • Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds exclusively.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$5,657,519	\$0	\$5,657,519	\$0
Changes To Base	\$1,166,366	\$0	\$876,004	\$0
SERVICE AREA TOTAL	\$6,823,885	\$0	\$6,533,523	\$0

Service Area Plan

Department of Juvenile Justice

Physical Plant Services (39815)

Service Area Objectives, Measures, and Strategies

Objective 39815.01

Facilities will be in compliance with annual safety and sanitation inspections conducted by federal and state agencies.

This objective addresses the overall maintenance of the physical plant and associated services for all JCCs. This measure primarily with DJJ's compliance with the standards for children's residential facilities (22 VAC 42-10-10 et seq).

This Objective Supports the Following Agency Goals:

- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 39815.01.01**

Compliance with residential facility standards for facilities that house children. There will be an action p

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 90% compliance in FY2005.

Measure Target: 100% compliance or the development of an action plan to address the deficient standards by the end of FY2007.

Measure Source and Calculation:

Reports on compliance received from the DJJ Certification Unit, federal safety agencies, and the Virginia Department of Health (DOH).

Objective 39815.01 Has the Following Strategies:

- Use and review daily discharge monitoring reports, related to the functionality of services provided as part of physical plant operation.
- Facilities will have biannual visits from the DJJ Certification Unit to assess the physical plant.
- Issue reports for any standards that are not within acceptable limits and create a plan to bring those areas back to standard before the annual assessment.

Service Area Plan

Department of Juvenile Justice

Offender Classification and Time Computation Services (39830)

Service Area Background Information

Service Area Description

This service area focuses on the correct computation of juvenile sentences and time served in the JCCs, as well as the classification and re-classification of juveniles for the safety and proper placement of juveniles.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§ 16.1-278.8

Describes the dispositional options available to the juvenile or circuit court if a juvenile is found to be delinquent, up to and including commitment to DJJ.

§16.1-285.1

Specifies conditions considered by the court when making a decision to determinately commit a juvenile to the DJJ. The court specifies the period of commitment.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-18

Establishes that the Department is required to complete physical and mental examination of every child committed to the Department by the courts.

§66-19

Describes the purpose of the Behavioral Services Unit for DJJ, including the types of skilled personnel (medical, technical, and clinical) required to meet the diagnostic and treatment (both physical and mental) needs of juveniles committed to the Department.

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Plan

Department of Juvenile Justice

Offender Classification and Time Computation Services (39830)

Service Area Products and Services

- Juveniles are classified using the DJJ Initial Classification Custody Designation Form and then reclassified during their commitment according to DJJ guidelines using the DJJ Custody Reclassification Form.
- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).

Factors Impacting Service Area Products and Services

- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Financial Summary

DJJ’s funding for this service area comes from general funds exclusively.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$944,676	\$3,000	\$944,676	\$3,000
Changes To Base	\$256,737	(\$3,000)	\$256,737	(\$3,000)
SERVICE AREA TOTAL	\$1,201,413	\$0	\$1,201,413	\$0

Service Area Plan

Department of Juvenile Justice

Offender Classification and Time Computation Services (39830)

Service Area Objectives, Measures, and Strategies

Objective 39830.01

To maintain current classification assessments of juveniles who are in the JCCs within appropriate time frames.

Classification and reclassification are essential to the operation of an orderly and safe juvenile correctional system. Classification and reclassification enable staff to assess juveniles' appropriate custody level and identify juveniles' current needs.

This Objective Supports the Following Agency Goals:

- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

- **Measure 39830.01.01**

Percentage of juveniles reclassified within 100 days of the initial classification.

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: 10.0% without a reclassification within 100 days (based on data from FY2005).

Measure Target: 5.0% without a reclassification within 100 days by the end of FY2006.

Measure Source and Calculation:

Data on classification and reclassification are obtained from the DJJ Juvenile Tracking System (JTS). The percentage is based on the number of juveniles reclassified divided by the number of juveniles who should have been reclassified within 100 days.

Objective 39830.01 Has the Following Strategies:

- Heighten awareness of facility staff to the importance of reclassification for juvenile and staff safety as well as juvenile treatment success.
- Generate monthly reports with juvenile information to let JCC staff know which juveniles need reclassification.
- Establish a consistent and periodic monitoring system to ensure that juveniles are reclassified at appropriate intervals.

Service Area Plan

Department of Juvenile Justice

Juvenile Supervision and Management Services (39831)

Service Area Background Information

Service Area Description

This service area involves the supervision of juveniles and management of the JCCs and RDC. This service area includes juvenile security and linen/laundry services as well (from the previous program and subprogram structure).

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§ 16.1-278.8

Describes the dispositional options available to the juvenile or circuit court if a juvenile is found to be delinquent, up to and including commitment to DJJ.

§16.1-285.1

Specifies conditions considered by the court when making a decision to determinately commit a juvenile to the DJJ. The court specifies the period of commitment.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-16

Allows the Department to accept funds to benefit any child. It also provides guidelines for how these funds can be used and from what sources they can come.

§66-18

Establishes that the Department is required to complete physical and mental examination of every child committed to the Department by the courts.

§66-19

Describes the purpose of the Behavioral Services Unit for DJJ, including the types of skilled personnel (medical, technical, and clinical) required to meet the diagnostic and treatment (both physical and mental) needs of juveniles committed to the Department.

§66-22

Provides a daily allowance for each child in a Department-established facility, with the amount set by the Board. Any additional allowances for things such as special activities and foster care are also authorized by the board.

Service Area Plan

Department of Juvenile Justice

Juvenile Supervision and Management Services (39831)

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile correctional center security staff	701	701
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that the population in the juvenile correctional centers will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities. DJJ anticipates no changes to the number of juvenile correctional center security staff, although there will be turnover due to retirements and/or resignations as well as movement of staff between facilities.

Service Area Products and Services

- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).
- Juvenile correctional center security staff are provided with training opportunities through the Department, both upon initial hire and as part of any promotions.

Factors Impacting Service Area Products and Services

- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.
- Availability of training opportunities for areas of interest or need to juvenile correctional center security staff, such as gang identification training or security procedure refresher courses.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Plan

Department of Juvenile Justice

Juvenile Supervision and Management Services (39831)

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (99.2%) and nongeneral funds (0.8%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$38,664,409	\$875,651	\$38,664,409	\$875,651
Changes To Base	\$5,003,387	(\$525,652)	\$5,797,478	(\$525,652)
SERVICE AREA TOTAL	\$43,667,796	\$349,999	\$44,461,887	\$349,999

Service Area Plan

Department of Juvenile Justice

Juvenile Supervision and Management Services (39831)

Service Area Objectives, Measures, and Strategies

Objective 39831.01

To reduce the number of security staff vacancies in the juvenile correctional centers.

Although DJJ closed one facility and staff were relocated to fill vacancies in other JCCs, security staff turnover and delays in filling vacant positions continue to be an issue for DJJ. This objective will address this issue.

This Objective Supports the Following Agency Goals:

- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

- **Measure 39831.01.01**

Percentage of security staff turnovers in the JCCs.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 32.7% turnover rate in FY2005.

Measure Target: 20.0% turnover rate by the end of FY2007

Measure Source and Calculation:

Data from the Department of Human Resource Management (turnover report by facility).

Calculated as the total number of turnovers divided by the average number of JCC employees.

Objective 39831.01 Has the Following Strategies:

- Maintain a recruiter position to promote efforts toward the recruitment and retention of JCC staff.
- Use job fairs and other promotional means to interest individuals in working at a JCC.
- Offer a pilot program than includes bonuses (for both employment and referral for employment), competitive salary arrangements, and salary differential for JCCs that are difficult to staff.
- Use an advisory committee to identify problems with recruitment/retention and possible ways to increase the pool of potential qualified applicants.

Service Area Plan

Department of Juvenile Justice

Juvenile Rehabilitation and Treatment Services (39832)

Service Area Background Information

Service Area Description

This service area involves the provision of rehabilitation, treatment and appropriate recreation services to juveniles committed to the Department of Juvenile Justice (DJJ) and housed in the secure juvenile correctional centers (JCCs).

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§ 16.1-278.8

Describes the dispositional options available to the juvenile or circuit court if a juvenile is found to be delinquent, up to and including commitment to DJJ.

§16.1-285.1

Specifies conditions considered by the court when making a decision to determinately commit a juvenile to the DJJ. The court specifies the period of commitment.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-16

Allows the Department to accept funds to benefit any child. It also provides guidelines for how these funds can be used and from what sources they can come.

§66-18

Establishes that the Department is required to complete physical and mental examination of every child committed to the Department by the courts.

§66-19

Describes the purpose of the Behavioral Services Unit for DJJ, including the types of skilled personnel (medical, technical, and clinical) required to meet the diagnostic and treatment (both physical and mental) needs of juveniles committed to the Department.

§66-22

Provides a daily allowance for each child in a Department-established facility, with the amount set by the Board. Any additional allowances for things such as special activities and foster care are also authorized by the board.

Service Area Plan

Department of Juvenile Justice

Juvenile Rehabilitation and Treatment Services (39832)

Service Area Customer Base

Customer(s)	Served	Potential
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940

Anticipated Changes In Service Area Customer Base

DJJ anticipates that this population will decline slightly during the next year. There will be slight increases in the populations of certain JCCs, however, due to juvenile movement necessitated by the closure of Barrett JCC. The overall population and number of juveniles served should remain unaffected by the decrease in the number of facilities.

Service Area Products and Services

- Juveniles receive treatment services in the JCCs, including mental health, substance abuse, sex offender, anger management, and independent living skills development.
- All medical, dental, nursing and related health services are provided to youth confined within the JCCs.
- Security and Operations personnel support operations that serve both youth and the staff of the JCCs, including food services, maintenance, and business office needs.
- Juveniles receive medical, physical, educational, and psychological diagnostic services at RDC, as well as initial treatment services.
- Juveniles may participate in work and apprenticeship programs, including such fields as barbering, advertising and design, horticulture, silk screening, offset printing, food service, woodworking, electrical, embroidery, and computer repair.
- Juveniles receive education services (through the Department of Correctional Education (DCE)).

Factors Impacting Service Area Products and Services

- Availability of professional service providers within the juvenile correctional centers (therapists, counselors, psychologists, etc.) to provide the individual and group sessions required to address juvenile treatment needs.
- Security issues, either facility wide (i.e., lockdown) or individual (behavioral management issues), may have an impact on the provision of services to juveniles.
- Juvenile movement between facilities may impact the delivery of some services (such as treatment) due to differences in facility management and service availability.
- The physical needs of a juvenile may indicate that the juvenile is best served in a particular facility (such as Oak Ridge).
- The requirements of “sight and sound separation” may necessitate adaptations to facilities or movement of juveniles to accommodate these requirements.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be an expansion of services provided by DJJ for juveniles committed to the juvenile correctional centers, given development of system-wide programs as well as the availability of grant funds for additional services.

Service Area Plan

Department of Juvenile Justice

Juvenile Rehabilitation and Treatment Services (39832)

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (99.9%) and nongeneral funds (0.1%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$9,453,904	\$605,150	\$9,453,904	\$605,150
Changes To Base	\$1,033,050	(\$592,118)	\$1,065,961	(\$592,118)
SERVICE AREA TOTAL	\$10,486,954	\$13,032	\$10,519,865	\$13,032

Service Area Plan

Department of Juvenile Justice

Juvenile Rehabilitation and Treatment Services (39832)

Service Area Objectives, Measures, and Strategies

Objective 39832.01

To provide individual counseling sessions to juveniles in the JCCs as part of their mandatory and recommended treatment needs.

Juveniles are assessed at RDC, and have their mandatory and recommended treatment needs identified. These treatment needs are met by both group and individual counseling sessions. This objective focuses on the individual sessions as representative of the most intensive treatment services provided in the JCCs.

This Objective Supports the Following Agency Goals:

- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds)

This Objective Has The Following Measure(s):

● **Measure 39832.01.01**

Average number of individual counseling sessions for juveniles in the JCCs.

Measure Type: Outcome

Measure Frequency: Quarterly

Measure Baseline: Rate of 4.5 sessions (based on a three-year average calculated since FY2002).

Measure Target: Rate of 5.0 by the end of FY2006

Measure Source and Calculation:

Data are obtained from the monthly JCC Workload Indicators Reports submitted to Central Office by the JCCs. This measure is the ratio of the average number of sessions to average daily population (ADP) – this measure is not as sensitive to changes in juvenile population but is still sensitive to the number of counselors available in the JCCs.

Objective 39832.01 Has the Following Strategies:

- Adjust the number of sessions and types of sessions according to current and projected juvenile mandatory and recommended treatment needs.
- Develop an automated system to track individual treatment needs and progress toward completing treatment goals, including attendance and participation in treatment sessions.
- Expand the current tracking system used to monitor sex offender treatment programs to other treatment programs.

Service Area Plan

Department of Juvenile Justice

Minimum Security Services (39833)

Service Area Background Information

Service Area Description

This service area covers the administration of the Department of Juvenile Justice's (DJJ) minimum security services offered at Camp New Hope. Camp New Hope is located adjacent to DJJ's Natural Bridge Juvenile Correctional Facility (NBJCC). Camp New Hope offers facilities and activities for juveniles at NBJCC, as well as other DJJ units and outside groups who wish to use the facility.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§ 16.1-278.8

Describes the dispositional options available to the juvenile or circuit court if a juvenile is found to be delinquent, up to and including commitment to DJJ.

§16.1-285.1

Specifies conditions considered by the court when making a decision to determinately commit a juvenile to the DJJ. The court specifies the period of commitment.

§66-13

States the powers of the Department, which include: receiving committed juveniles; establishing facilities; providing rehabilitation, confinement, and training of juveniles; and collecting statistics.

§66-16

Allows the Department to accept funds to benefit any child. It also provides guidelines for how these funds can be used and from what sources they can come.

§66-18

Summarizes the physical and mental examinations for children when they are committed, as well as family and personal background checks. It also states the time frame in which a child can enter the state hospital or training center.

§66-19

Describes the purpose of the Behavioral Services Unit for DJJ, including the types of skilled personnel (medical, technical, and clinical) required to meet the diagnostic and treatment (both physical and mental) needs of juveniles committed to the Department.

§66-22

Provides a daily allowance for each child in a Department-established facility, with the amount set by the Board. Any additional allowances for things such as special activities and foster care are also authorized by the board.

Service Area Plan

Department of Juvenile Justice

Minimum Security Services (39833)

Service Area Customer Base

Customer(s)	Served	Potential
Community and prevention group members who participate in activities at Camp New Hope	765	800
Court Service Unit staff who participate in activities at Camp New Hope	126	140
DJJ Juvenile Justice Groups who participate in activities at Camp New Hope (this is a subset of all DJJ employees as well as JCC security staff)	399	420
Group Home residents who participate in activities at Camp New Hope	292	292
Placements into the Natural Bridge Juvenile Correctional Center (this is a subset of the juveniles admitted to DJJ juvenile correctional centers)	133	140

Anticipated Changes In Service Area Customer Base

DJJ anticipates that movement of juveniles to NBJCC will increase the use of the facilities and activities at Camp New Hope because activities at Camp New Hope play an important role in the rehabilitation and transition services offered at NBJCC. Also, efforts to promote the use of the facility within DJJ for other groups as well as the attempts to become a certified site through accreditation by the American Camping Association (ACA) may increase use in the future.

Service Area Products and Services

- The program provides an outdoor, experiential program of interpersonal, self-reliant, independent, and interdependent relationships in a wilderness setting.
- Camp New Hope offers facilities and activities for daily or retreat-type activities in a wilderness setting.

Factors Impacting Service Area Products and Services

- The location of Camp New Hope is in a more rural part of Virginia. DJJ participants from other parts of Virginia primarily use this program for multi-day activities because of its distance from Central Office and other major centers of DJJ operation.
- Camp New Hope is currently not an accredited ACA site, which currently limits which groups may choose to select Camp New Hope for activities.

Anticipated Changes To Service Area Products and Services

It is anticipated that there will be increased use of Camp New Hope because of additional juvenile movement to NBJCC as a result of the closure of one JCC in FY2004 – juveniles at NBJCC have a number of activities scheduled at Camp New Hope. Also, Camp New Hope and the staff of NBJCC are actively seeking ACA accreditation in FY2005, which may increase the use of Camp New Hope by other groups outside of DJJ.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds exclusively.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$185,882	\$0	\$185,882	\$0
Changes To Base	\$66,883	\$0	\$66,883	\$0
SERVICE AREA TOTAL	\$252,765	\$0	\$252,765	\$0

Service Area Plan
Department of Juvenile Justice
Minimum Security Services (39833)

Service Area Objectives, Measures, and Strategies

Objective 39833.01

To meet the accreditation standards of the American Camping Association so that Camp New Hope offers a safe and effective program of activities for participants.

ACA accreditation would offer a standardized procedure for audit and certification visits in the following areas (not all standards will apply to Camp New Hope): Site and Food Service (32 standards), Transportation (19 standards), Health and Wellness (23 standards), Operational Management (21 standards), Human Resources (21 standards), Program Design and Activities (24 standards), Program/ Aquatics (19 standards), Boating (35 standards), Program/ Adventure Challenge (16 standards), Program/ Horseback Riding (13 standards), and Program/ Trip and Travel (20 standards).

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Provision of a seamlessly integrated system of state and community-level programs that will ensure that every offender receives appropriate services at every point in the juvenile justice process.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
- Juvenile offenders committed to the state will participate in state-of-the-art rehabilitative programs in an environment that protects the safety of every ward, staff member, and citizen.
(This aligns with the following statewide, long-term goals/ objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

● **Measure 39833.01.01**

Percent of minimum standards met by Camp New Hope, as established by the American Camping Association

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: none (program certification is currently in the planning stage but is expected to occur in FY2006).

Measure Target: 100% of the applicable standards met to receive/maintain accreditation by the end of FY2007.

Measure Source and Calculation:

Accreditation results and reports for each ACA standard will be obtained from the ACA site visit and accreditation report.

Objective 39833.01 Has the Following Strategies:

- Contact ACA to determine when the accreditation visit will occur.

Service Area Plan

Department of Juvenile Justice

Minimum Security Services (39833)

- Work with ACA and DJJ to determine which standards Camp New Hope would currently meet and which standards will require facility or procedure upgrades to meet that meet those standards.
- Continue to develop the current tracking system used for activities and participants so that Camp New Hope may refine the program and market the program most effectively to increase participation by outside groups.

Service Area Plan

Department of Juvenile Justice

Administrative and Support Services (39900)

Service Area Background Information

Service Area Description

This service area supports the Department of Juvenile Justice through various administrative functions including Information Technology Services, Accounting and Budget Services, Architectural and Engineering Services, Food and Dietary Services, Personnel Services, and Planning and Evaluation Services.

Service Area Alignment to Mission

This service area directly aligns with DJJ's mission of protecting the public through a balanced approach of comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing delinquent youth the opportunity to become responsible, productive citizens.

This aligns with the following statewide, long-term goals/objectives for Virginia:

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Service Area Statutory Authority

§66-3

Powers of the Director; summarizes the general powers of the Director, which include employing personnel, entering into contracts and agreements, and purchasing property.

§66-13

Authority of the Department as to juveniles committed to it; establishment of facilities; arrangements for temporary care. States the powers of the Department, which include receiving committed juveniles, establishing camps, and collecting statistics.

Service Area Customer Base

Customer(s)	Served	Potential
Department of Juvenile Justice staff	2,420	2,420
Domestic/Child Welfare intakes for the 32 state operated Court Service Units	80,579	80,000
Domestic/Child Welfare intakes for the three locally operated Court Service Units	6,123	6,735
Juvenile intake cases for the 32 state operated Court Service Units	58,817	58,817
Juvenile intake cases for the three locally operated Court Service Units	9,144	10,058
Juvenile offenders admitted to DJJ juvenile correctional centers	978	940
Juveniles admitted to locally operated detention facilities (does not include juveniles admitted to the one state operated detention facility)	17,513	17,513
Juveniles admitted to the state operated detention facility at Culpeper	106	106
New probation cases for the 32 state operated Court Service Units	6,332	6,332
New probation cases for the three locally operated Court Service Units	1,302	1,302

Anticipated Changes In Service Area Customer Base

DJJ anticipates increased service to the general public and to the Juvenile and Domestic Relations District Courts.

Service Area Plan

Department of Juvenile Justice

Administrative and Support Services (39900)

Service Area Products and Services

- Information Technology – includes operation of the Juvenile Tracking System (JTS) and all office automation support functions within DJJ not specifically sourced to VITA.
- Accounting and Budget – includes all financial operations and budget functions (both current and prospective).
- Architectural and Engineering – includes all capital outlay, construction, and DJJ-owned facility upgrades.
- Food and Dietary – services not covered by Service Area 39807 (Food and Dietary Services); this includes activities of Central Office staff.
- Personnel – includes all human resource activities for DJJ.
- Planning and Evaluation – includes all research, evaluation, and planning activities for DJJ programs and facilities.

Factors Impacting Service Area Products and Services

Increases in population may impact the number of individuals receiving services under this service area. Also, specific initiatives (such as gang identification and prevention activities) may place additional needs on staff time and resources. New legislation, staff turnover, and changes in funding may also impact services provided through CSUs. Fewer staff in support positions may delay or decrease services until such support functions may be restructured.

Anticipated Changes To Service Area Products and Services

There are no anticipated changes to the types of services provided under this service area. It is anticipated that the revision in the budget/strategic plan process will streamline the identification and provision of services under this service area.

Service Area Financial Summary

DJJ's funding for this service area comes from general funds (98.3%) and nongeneral funds (1.7%).

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$13,429,545	\$324,155	\$13,429,545	\$324,155
Changes To Base	\$1,611,853	(\$62,238)	\$1,478,919	(\$63,326)
SERVICE AREA TOTAL	\$15,041,398	\$261,917	\$14,908,464	\$260,829

Service Area Plan

Department of Juvenile Justice

Administrative and Support Services (39900)

Service Area Objectives, Measures, and Strategies

Objective 39900.01

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

This objective reflects the areas identified as most indicative of overall Agency management and administrative support functions common to all Virginia agencies: Human Resources Management, Government Procurement, Financial Management, Technology, and Performance Management.

This Objective Supports the Following Agency Goals:

- Use of a comprehensive, risk-based system of community-level treatment programs and graduated sanctions will prevent and reduce juvenile crime through immediate and effective intervention.
(This aligns with the following statewide, long-term goals/objectives for Virginia:
 - Inspire and support Virginians toward healthy lives and strong and resilient families.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)
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(This aligns with the following statewide, long-term goals/objectives for Virginia:
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 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.)

This Objective Has The Following Measure(s):

- **Measure 39900.01.01**

Percent of Governor's Management scorecard categories marked as meets expectations for the agency.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: 80% in FY2005

Measure Target: 100% in FY2006

Measure Source and Calculation:

There are five major areas used for the Governor's Management Scorecard. Agency responses for the 18 items used to rate performance management in the five areas: 6 items for Human Resources Management, 2 items for Government Procurement, 5 items for Financial Management, 4 items for Technology, and one item for Performance Management). The majority of ratings in area results in the overall area rating.

Objective 39900.01 Has the Following Strategies:

- Conduct quarterly reviews of each area to identify possible limitations to meeting expectation, and implement a plan to address those limitations prior to the annual report for these measures.

Service Area Plan

Department of Juvenile Justice

Administrative and Support Services (39900)

- If area continues to not meet expectations, research other agency strategies for meeting this area expectation (within those other state agencies) to see if such strategies may be used by DJJ.